

# **CITY OF WINTERS**

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UNIVERSITY OF CALIFORNIA

## **FINANCING PLAN**

Prepared by:

Economic & Planning Systems

Adopted  
May 19, 1992

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## I. EXECUTIVE SUMMARY AND REPORT ORGANIZATION

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### EXECUTIVE SUMMARY

#### PURPOSE OF THE FINANCING PLAN

The City of Winters adopted its General Plan 1992-2010 on May 19, 1992. The General Plan projects a population of 12,500 at buildout, an increase of approximately 7,800 residents. In order to provide public services to the population envisioned in the General Plan, Winters will need approximately \$104.3 million (1992 dollars) in public improvements. Of this total, \$85.2 million will be needed to serve new development.

The purpose of this Financing Plan is to present mechanisms for financing the facilities and services that Winters will need for the land uses described in the General Plan. The Financing Plan includes:

- A description of the General Plan land uses;
- Summaries of the Facility Master Plans;
- A summary of the Development Impact Fee Program and its anticipated cash flow;
- Bond financing alternatives for facilities needed by new and existing development;
- A summary of the fiscal impacts of the General Plan and suggested mitigation measures;
- School facility mitigation measures; and
- A financial feasibility analysis.

#### FLOOD STUDY AREA

Cost estimates for new development do not include the cost of flood control facilities needed by certain new areas of the City. The City has established a Flood Study Area for the area contained in the General Plan that is within the 100 year flood plain or drains into the flood plain. (Map 2 shows the location of the Flood Study Area). Properties within the Flood Study Area are not permitted to develop until a flood control solution is agreed upon. Areas outside the Flood Study Area are permitted to develop at this time. Flood control solutions for the Flood Study Area are currently being studied.



## DEVELOPMENT IMPACT FEE STUDY

The City of Winters Development Impact Fee Study is a companion document to this report. The Fee Study determines the amount of fees to be charged on new development in order to cover the costs of capital facilities that have been allocated to new development. This Financing Plan Report covers additional financing issues. These issues include how to finance additional facilities and rehabilitation needed by existing development, fiscal considerations (annual revenues compared with annual service costs), identification of cash flow problems, and the financial feasibility of the General Plan alternatives. The financial feasibility analysis incorporates the estimated costs of school mitigation measures and development fees charged by Yolo County.

## SUMMARY OF FINANCING ALTERNATIVES

The City of Winters plans to fund the needed public improvements through a combination of development impact fees, zone of benefit districts, various forms of bond financing, and private (in-tract) financing. Figure 1 summarizes the facility costs and financing alternatives.

## FACILITY COST ESTIMATES

The costs and financing strategies discussed in this report are based on the master plans for the water, wastewater, storm drainage and circulation systems. Master plans, by their nature, are written before detailed information about land use and other factors are known with certainty. Accordingly, master plans for infrastructure must estimate costs conservatively and include substantial contingency provisions. As more detailed engineering work is completed, significantly lower costs may be achieved.

## SUMMARY OF FINDINGS

- 1) A preliminary analysis of the timing of infrastructure needs and the cash flow generated by the Development Impact Fee Program indicates that periods of negative cash flow will occur. Therefore, Winters will need to utilize bond financing mechanism, most likely a Mello-Roos Community Facilities District.
- 2) For new residential development, the infrastructure costs and resulting development impact fees are in the middle of the range of those experienced in nearby communities. When flood control costs are determined for the Flood Study Area, infrastructure costs for this area may be toward the high end of those experienced in nearby communities. Besides flood control, school mitigation and sewer facilities are the two most costly portions of public infrastructure required by new development.
- 3) Backbone infrastructure costs will push the price of medium-density 1,700 square foot homes to nearly \$170,000. Costs will be even higher for homes in the Flood Study Area.

- 4) Prices of starter homes are likely to exceed \$140,000. Thus the proposed fee structure will make it difficult to provide affordable housing.
- 5) Fees for land uses outside the flood study area are 20% to 50% below other areas in the region. For the flood study area, fees will probably be closer to those experienced in other areas.

## **ORGANIZATION OF THE REPORT**

This report is divided into ten sections. Chapter II summarizes the land uses in the General Plan. Chapter III summarizes the facility master plans prepared by the City's facility planning consultants.

Chapter IV discusses the cost allocation methods used to allocate costs between existing and new development and between land uses. (For a more detailed explanation of cost allocation methods, please refer to the Winters Fee Study.) Chapter V presents the financing strategy. This chapter discusses the fee program, cash flow considerations, bond financing alternatives, and redevelopment funds.

Chapter VI briefly summarizes the fiscal impacts of the proposed General Plan Alternatives. (For a more complete discussion of the fiscal impacts, refer to Chapter VIII of the Environmental Impact Report.) Chapter VII discusses the need and cost of school facilities. Chapter VIII examines the financial feasibility of the General Plan. Chapter IX covers implementation steps.



**Figure 1, Page 1 of 2**  
**City of Winters**  
**Summary of Facility Costs and Funding Sources**

Facility Name	Total Cost	Allocated to New Development	Funding Sources/Alternatives	Allocated to Existing Dev.	Funding Sources/Alternatives
Water System	\$13,786,880	\$8,728,034	Development Impact Fees Redevelopment Funds Mello-Roos CFD Bonds Other Bond Financing Private (In-tract) Financing	\$5,058,846	Revenue Bonds Redevelopment Funds Mello-Roos CFD Bonds Other Bond Financing
Sewer System	\$20,450,850	\$19,610,615	Development Impact Fees Redevelopment Funds Mello-Roos CFD Bonds Other Bond Financing Private (In-tract) Financing	\$840,235	Revenue Bonds Redevelopment Funds Mello-Roos CFD Bonds Other Bond Financing
Refuse Capital	\$1,057,500	\$5,562	Development Impact Fees	\$1,051,938	Revenue Bonds Mello-Roos CFD Bonds Other Bond Financing
General Storm Drains	\$418,280	\$284,772	Development Impact Fees Mello-Roos CFD Bonds Other Bond Financing	\$133,508	Mello-Roos CFD Bonds Other Bond Financing
Storm Drain Outside Flood Study Area	\$3,719,000	\$1,586,000	Zone Specific Dev. Fees Assessment Districts Mello-Roos CFD Bonds Other Bond Financing	\$2,133,000	Assessment Districts Mello-Roos CFD Bonds Other Bond Financing

"Sources\_Uses1"

**Figure 1, Page 2 of 2**  
**City of Winters**  
**Summary of Facility Costs and Funding Sources**

Facility Name	Total Cost	Allocated to New Development	Funding Sources/Alternatives	Allocated to Existing Dev.	Funding Sources/Alternatives
Streets	\$38,182,800	\$31,882,000	Development Impact Fees Redevelopment Funds Mello-Roos CFD Bonds Other Bond Financing Private (In-tract) Financing	\$6,300,800	Assessment Districts Mello-Roos CFD Bonds Other Bond Financing
Park & Recreation Capital	\$16,717,600	\$15,715,200	Development Impact Fees Redevelopment Funds Lighting & Landscaping Dist. State Grants Other Bond Financing	\$1,002,400	Redevelopment Funds Lighting & Landscaping Dist. State Grants Contributions/volunteer efforts Other Bond Financing
Public Safety Capital	\$5,308,180	\$3,569,288	Development Impact Fees Redevelopment Funds Mello-Roos CFD Bonds Other Bond Financing	\$1,738,892	Mello-Roos CFD Bonds Other Bond Financing
General Capital	\$4,644,025	\$3,841,118	Development Impact Fees Redevelopment Funds Mello-Roos CFD Bonds Other Bond Financing	\$802,907	Mello-Roos CFD Bonds Other Bond Financing
<b>Total</b>	<b>\$104,285,115</b>	<b>\$85,222,589</b>		<b>\$19,062,526</b>	

*Note: These costs include items which have been temporarily deferred from the fee program.*

*"Sources\_Uses2"*

*These costs do not include flood control costs which have not been determined*



## II. GENERAL PLAN LAND USES

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At buildout of the General Plan, Winters will have over 3,100 new dwelling units and over 2.4 million square feet of new non-residential development. **Figure 2** shows the land uses and demographic characteristics for new development contained in the General Plan. **Map No. 1** shows the land use plan for the General Plan. **Map No. 2** shows the location of the Flood Study Area.

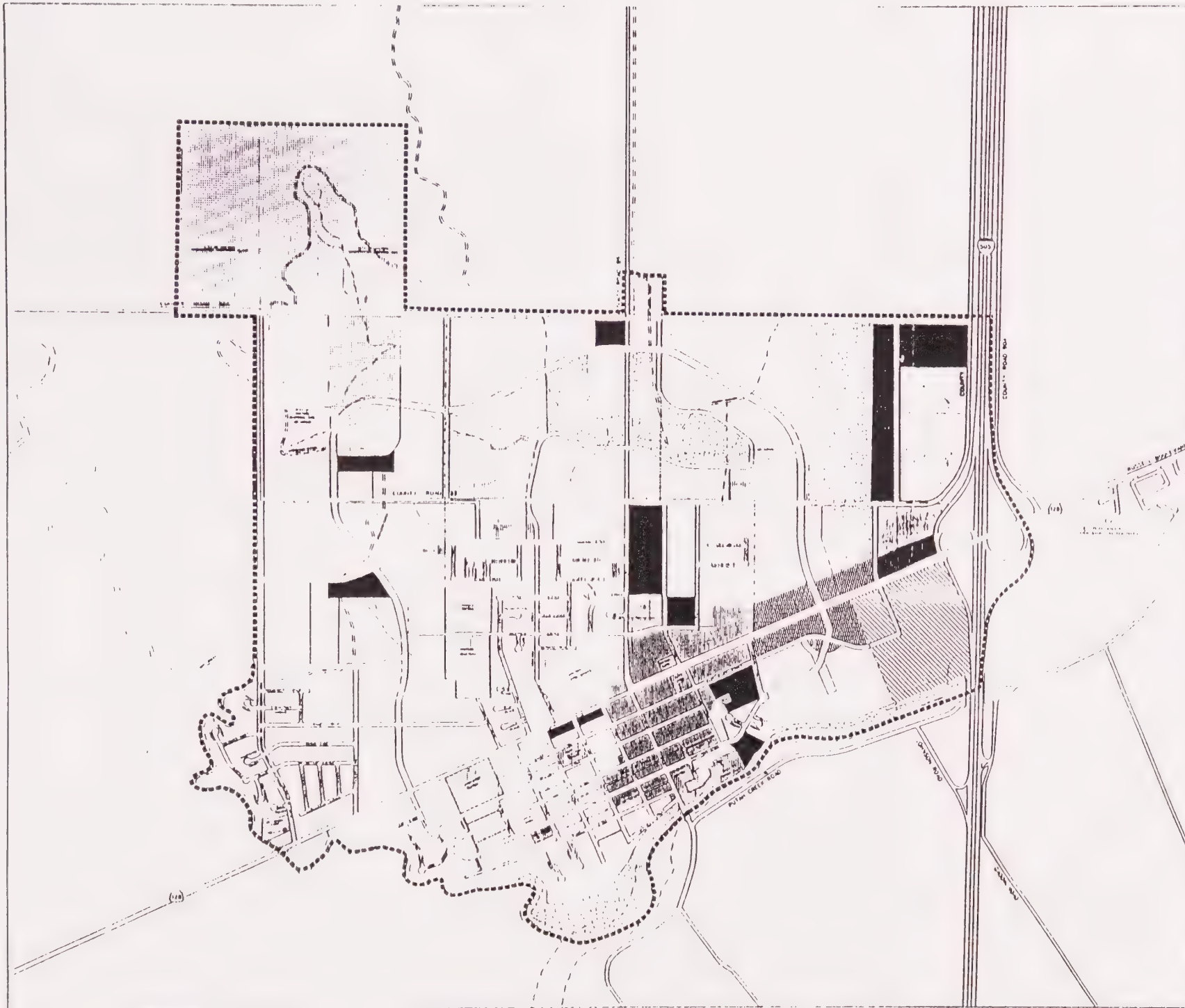
**Figure 2**  
**City of Winters**  
**Land Use Assumptions**  
**New Development**

Land Use	Density	Population/ Employee Ratios	Developable Acres	Dwelling Units	Building Square Feet	Population/ Employees
Rural Residential	0.80 du/acre	2.8 pop/du	51.13	41		115
Low Density Residential	3.08 du/acre	2.8 pop/du	104.55	322		902
Medium Density Residential	4.62 du/acre	2.8 pop/du	364.08	1,682		4,710
Medium High Density Residential	7.70 du/acre	2.3 pop/du	75.97	585		1,345
High Density Residential	15.40 du/acre	2.0 pop/du	31.01	478		955
Neighborhood Commercial	25% far	44.0 emp/acre	20.40		222,202	898
Highway Service Commercial	25% far	44.0 emp/acre	13.57		147,734	597
Central Business District	100% far	176.0 emp/acre	17.88		778,896	3,147
Office	25% far	44.0 emp/acre	11.96		130,244	526
Business/Industrial Park	25% far	18.0 emp/acre	34.28		373,315	617
Light Industrial	25% far	18.0 emp/acre	47.32		515,309	852
Heavy Industrial	25% far	18.0 emp/acre	27.19		296,115	489
Public/Quasi-Public	20% far	18.0 emp/acre	33.64		293,098	606
<b>Total</b>			<b>832.98</b>	<b>3,107</b>	<b>2,768,914</b>	

Note: Rural Residential includes Agricultural Residential. The 4.5 acres of Ag Res have been converted to 1.13 acres of Rural Res, based on the difference in relative densities.

\*lu\_assump\*





# GENERAL PLAN LAND USE DIAGRAM

- RURAL RESIDENTIAL - 0.5 to 1.0
- LOW DENSITY RESIDENTIAL - 1 to 4.0
- MEDIUM DENSITY RESIDENTIAL - 4 to 8.0
- MEDIUM HIGH DENSITY RESIDENTIAL - 8 to 10.0
- HIGH DENSITY RESIDENTIAL - 10 to 20.0
- NEIGHBORHOOD COMMERCIAL  
(Residential Allowance: 0.5 to 10.0)
- FREEWAY BUSINESS COMMERCIAL  
(Residential Allowance: 10 to 20.0)
- OFFICE  
(Residential Allowance: 0.5 to 10.0)
- REGIONAL COMMERCIAL
- LIGHT INDUSTRIAL
- HEAVY INDUSTRIAL
- MEDIUM DENSITY INDUSTRIAL
- REGIONAL OFFICE/PROFESSIONAL
- COMMUNITY CENTER
- NEIGHBORHOOD CENTER
- GREEN SPACE
- AIRPORT
- UNLABELED LAND USE

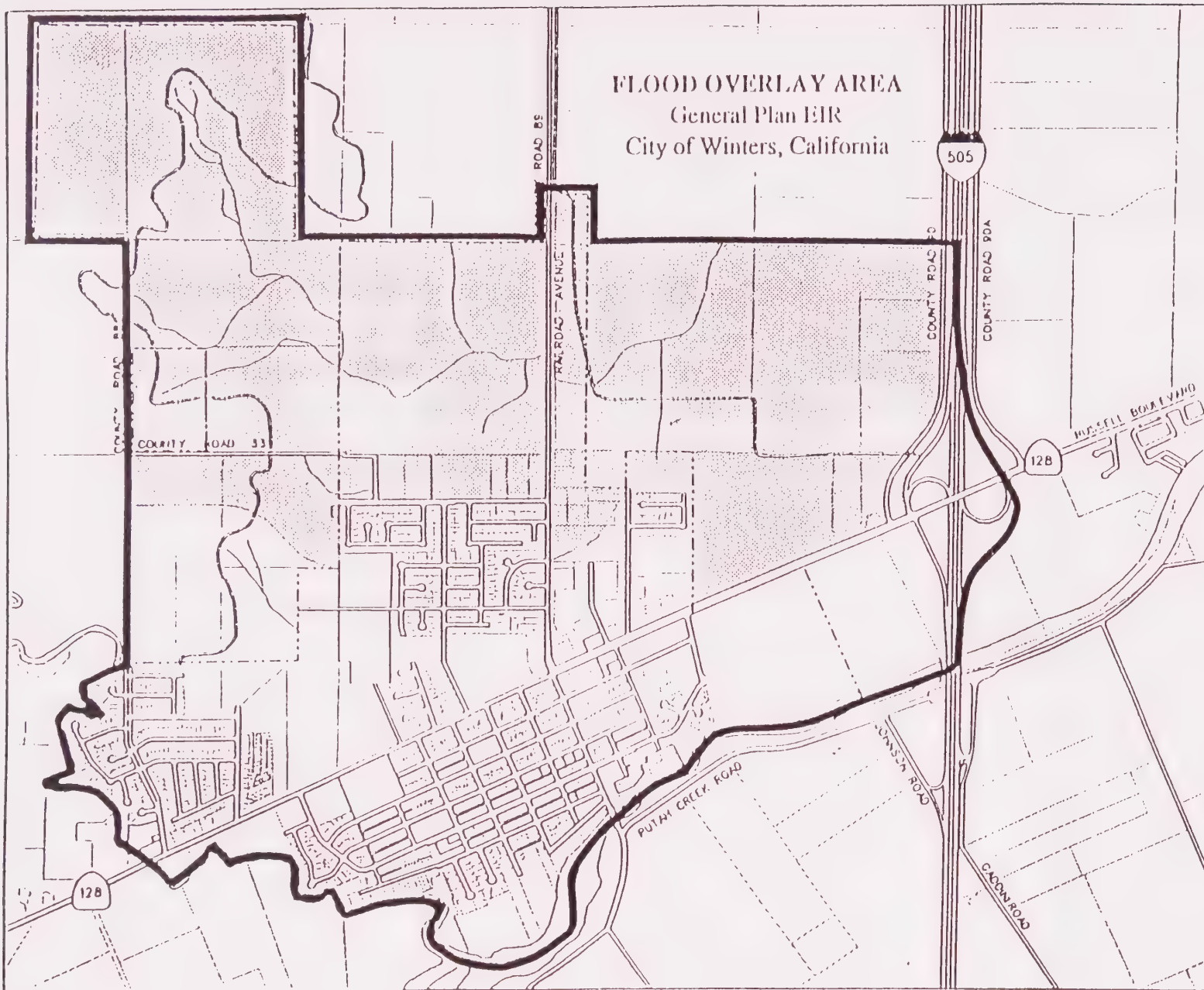
MAP 1

MAY 8, 1992




CITY OF WINTERS



PLAN BY ACH 1992



FLOOD OVERLAY AREA

-  Flood Overlay Area
-  City Limits
-  Urban Limit Line

MAP 2

CITY OF WINTERS



BASE MAP: JUNE 1991



### III. SUMMARY OF FACILITY MASTER PLANS

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The City's Master Plan consultants have prepared master plans for the Sewer System, the Water System, Storm Drainage System, and Circulation. Based on these master plans, the City developed a detailed cost database showing by line item the cost of each new facility. (This cost database is on file at the City of Winters.) The facility costs presented in this chapter are based on the cost database and may be slightly different than the totals presented within the master plans because the cost database may include additional facilities.

The master plans are general documents that outline the type of facilities Winters will need by 2010. The master plans were prepared assuming the land uses for the General Plan.

In addition to the master plans prepared by its consultants, the City has developed detailed capital budgets for Refuse, Park & Recreation, Public Safety, and General Capital. The remainder of this chapter summarizes the master plans and capital budgets. A table at the end of this chapter summarizes the City's total estimated cost for these facilities.

#### WATER SYSTEM

CH2M Hill prepared the Water System Master Plan for the City of Winters. This Master Plan recommends a replacement program for existing facilities that includes nearly 33,000 linear feet of piping, 830 service connections, replacement of Well No. 1, and three variable frequency drives. For new development, this Master Plan examines three alternatives. The recommended alternative (that has the lowest estimated cost) calls for over 89,000 linear feet of pipes, 4 wells, 9 generators, and telemetry system.

#### SEWER SYSTEM

CH2M Hill prepared the Sewer System Master Plan. The plan calls for improvements to both the existing system and for new facilities (including a new treatment plant) to serve new development. Construction of the new treatment plant is critical because no more than 815 dwelling units (or the equivalent in commercial development) can be constructed without this new plant.

To improve existing facilities, this master plan recommends improving wastewater facilities and collection system facilities. The wastewater facility improvements include repairing Pond No. 3, building a 40-acre-foot pond, repairing the pond bank, and reworking the irrigation system. The collection system facility improvements include replacing the Grant Avenue pipe with a 10" pipe, replacing the 8" Taylor Street pipe, replacing the East Street P.S. Pump, installing a backup generator, miscellaneous pump station improvements and SOCI recommended repairs.

To serve new development, the Master Plan recommends a collection system comprised of over 62,000 linear feet of pipe and 155 manholes, a wastewater treatment plant that will be built in two phases, and reuse/force main/pump station improvements.

The largest component of the Sewer System Master Plan is a \$10 million wastewater treatment plant. The existing sewer system can serve an estimated additional 481 dwelling units. With construction of Pond No. 4, an additional 334 units can be served. In order to serve more than this combined 815 units, the first phase of the new treatment plan must be completed. Because Winters expects 590 residential units to develop by the end of 1995, CH2M Hill recommends that planning for the treatment plant begin as soon as possible so the first phase can be completed by 1996.

## **STORM DRAINAGE SYSTEM**

CH2M Hill prepared the Storm Drainage System Master Plan. According to the Draft Master Plan, Winters needs two types of improvements: storm drainage pipes (that are needed in all areas) and flood control facilities (that are needed by areas in the flood study area). Existing development needs replacement of many portions of the existing pipe system.

The City has decided to conduct further study of possible flood control solutions. The Final Storm Drainage Master Plan lists only the costs of improvements needed by existing residents and the improvements needed for development outside the flood study area. The Fee Study presents a fee for general storm drain facilities needed by all new development and a storm drain fee for development outside the flood study area. Once a solution to the flood control problems for the flood study area has been selected, a financing mechanism should be established.

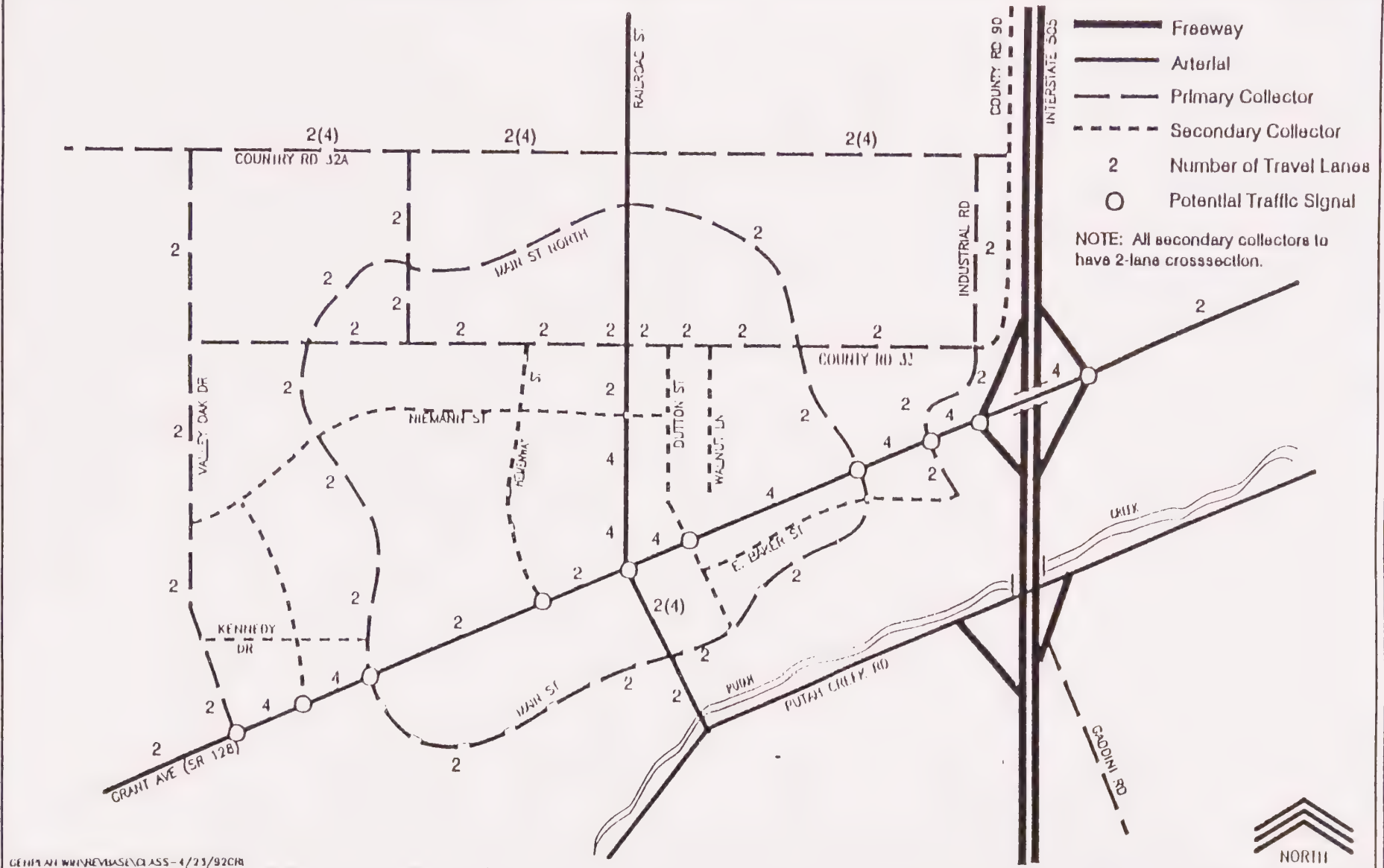
## **CIRCULATION SYSTEM**

Wilbur Smith and Associates prepared the Circulation Master Plan. The Master Plan examines levels of service and presents a preferred circulation system alternative. **Figure 3** shows the recommended roadway classifications and land requirements in map format.

## **OTHER CAPITAL BUDGETS**

In addition to the master plans discussed above, the City has developed capital improvement programs for other facilities including Park & Recreation, Refuse, and Public Safety. **Figure 4** shows the total estimated cost of all facilities. (**Figure 4** is based on the cost database prepared by Winters in conjunction with their master planning consultants.) The cost database is on file at the City of Winters.





GENERAL WINTERVILLE CLASS - 4/23/92CM



## RECOMMENDED ROADWAY CLASSIFICATIONS AND LANE REQUIREMENTS

Winters Circulation Master Plan

Figure 3

Figure 4. Total Public Facility Costs (in millions of 1992\$)

<u>Facility</u>	<u>Total Costs</u>
Water System	\$13.8
Wastewater System	20.4
Refuse Capital	1.1
Storm Drains - General	0.4
Storm Drainage (Non-Flood Study Area)	3.7
Streets	38.1
Parks & Community Recreation	16.7
Public Safety Capital	5.3
General Capital	<u>4.6</u>
Total	\$104.3



## IV. COST ALLOCATION

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The previous chapter described the Master Plans and the cost of the facilities that Winters will need to support the population and land uses associated with the General Plan. This chapter **summarizes** how the costs of these facilities have been allocated between existing and new development and between various land uses and locations within the City of Winters. (For a more detailed discussion of the cost allocation methods, please refer to the Fee Study.)

### ALLOCATION BETWEEN EXISTING AND NEW DEVELOPMENT

Working in consultation with their master planning consultants, the City developed a facility cost database that allocates each component of each facility between existing and new development. (This facility cost data base is reproduced is on file with the City of Winters.)

In determining the cost allocation between existing and new development, City staff and City staff and consultants have spent considerable time evaluating which new facilities benefit existing development and that benefit new development. In making these determinations, staff and consultants used the following principles:

- 1) The amount and cost of new facilities and equipment was based on maintaining existing levels of service.
- 2) Improvements that benefit existing residents or would be needed regardless of whether growth occurred were allocated 100% to existing residents.
- 3) Facilities and equipment that will be needed to serve new development were allocated 100% to new development.
- 4) Facilities that replace and expand current capacity or create a new service (such as the corporation yard/ storage facility) were allocated between existing and new development based on their relative shares of population at buildout. Based on 7,800 new residents out of a projected buildout population of 12,500, new development's share is 62.5% and existing development's share is 37.5% for those facilities.

Using these principles, City staff and consultants have arrived at the following allocation between existing and new development. **Figure 5** shows the allocation between existing and new development.

**Figure 5**  
**City of Winters**  
**Summary Cost Allocation By Facility**

Facility	Total Cost	Allocation to New Development	Allocation to Exisiting Development
Water System	\$13,786,880	\$8,728,034	\$5,058,846
Sewer System	\$20,450,850	\$19,610,615	\$840,235
Refuse Capital	\$1,057,500	\$5,562	\$1,051,938
General Storm Drains	\$418,280	\$284,772	\$133,508
Storm Drain Outside Flood Study Area	\$3,719,000	\$1,586,000	\$2,133,000
Streets	\$38,182,800	\$31,882,000	\$6,300,800
Park & Recreation Capital	\$16,717,600	\$15,715,200	\$1,002,400
Public Safety Capital	\$5,308,180	\$3,569,288	\$1,738,892
General Capital	\$4,644,025	\$3,841,118	\$802,907
<b>Total</b>	<b>\$104,285,115</b>	<b>\$85,222,589</b>	<b>\$19,062,526</b>

\*Sum\_Alloc\_EN\*

*Note: These costs include items which have been temporarily deferred from the fee program.*

*These costs do not include flood control costs for the Flood Study Area which have not been determined.*

## **NEW DEVELOPMENT: ALLOCATION BETWEEN LAND USES AND BETWEEN DIFFERENT AREAS WITHIN THE CITY**

The facilities shown in **Figure 5** fall into two basic categories. In the first category are general facilities that benefit all areas of Winters. The second category is area specific facilities that only benefit certain areas within Winters. Storm drains are area specific facilities because certain areas (the Flood Study Area) require extensive flood control improvements while other areas do not. For purposes of cost allocation, general facilities are usually allocated on the basis of usage while area-specific facilities are usually allocated on the basis of location.

### GENERAL FACILITIES

General facilities benefit all new development in Winters regardless of location. The key to the apportionment of the cost of new general facilities to different land uses assumes that the demands that are placed on public facilities and services are related to land use type and that such demands can be stated in relative terms for all land uses. Only by relating demand for facilities and services to land use type can a reasonable nexus, or relationship, be established for the apportionment of costs to that land use.

For each general public facility discussed in this chapter, a use factor (such as gallons per unit or acre per day) has been established. These use factors are based on several sources including Master Plans prepared for the City of Winters, historical demand patterns in Winters, and, when no Winters area study is available, local, state, or nationwide averages. The use factors reflect the intensity of development associated with the floor area ratio (FAR) for each land use.

The established use factors are then multiplied by a density factor in order to convert all use factors to common use factors that are on a per-acre basis. A density factor is a measure of relative benefit such as housing units per acre or employees per acre. The density factors were provided by the City of Winters. (The one exception to the rule of multiplying the use factor by the density factor to determine the common use factor is the case of determining people per acre for non-residential land uses. In this case, EPS divides square feet per acre by square feet per employee. This inversion is necessary because use has been expressed as square feet per person rather than people per square feet)

The Fee Study describes in detail how the common use factors are multiplied by the developable acres for each land use to determine total use and the percent of total use represented by each land use. The percents are then multiplied by the facility costs to determine the cost allocation to each land use.

### AREA-SPECIFIC FACILITIES: STORM DRAINS & FLOOD CONTROL

The Flood Study Area will need substantial flood control improvements. When solutions to the flood control problems are identified, the costs of the flood control improvements will be allocated to the development in the Flood Study Area. **Map 2** (see Chapter II) shows the location of the Flood Study Area.

The Non-Flood Study Area does not require any flood control improvements. The Storm Drainage Master Plan estimates the cost of the storm drain system required by the non-flood study area. These costs are allocated only to the non-flood study area.



## V. FINANCING STRATEGY

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### OVERVIEW OF FINANCING STRATEGY

Funding for all of the facilities required by the General Plan will come from many sources including redevelopment agency funds, development impact fees, and bond financing.

In order to finance the general facilities needed for new development, EPS recommends a fee program. The fees for each facility by land use are summarized in **Figure 6**. Based on the anticipated rate of development and timing of facility costs, fee revenue will not cover the cost of constructing the required facilities. For this reason, EPS recommends that Winters utilize some form of bond financing, such as Mello-Roos or Assessment Districts, to cover any negative cash flow.

In order to finance the area specific storm drainage facilities needed by new development, EPS recommends that the City establish separate storm drainage benefit zones. New development within the Flood Study Area will pay for its own flood control and storm drain improvement needs. Due to the likely magnitude of flood control costs, some form of bond financing will probably be necessary. New development outside the Flood Study Area will fund its required storm drainage improvements through a development impact fee charged to projects outside the Flood Study Area. This fee is shown in **Figure 6**.

To finance the facilities needed by existing development, EPS recommends that the City consider broad-based financing mechanisms such as City-wide Mello-Roos, Assessment Districts, or Revenue Bonds. For park and recreation facilities, the City may wish to consider a city-wide Landscaping and Lighting District.

The remainder of this chapter describes the financing alternatives for facilities that serve existing and new development. At the end of this chapter is a description of all the financing mechanisms proposed in the report and a discussion of the advantages and disadvantages of each financing alternative.

### FACILITIES SERVING NEW DEVELOPMENT

#### FUNDING SOURCES

The development impact fees summarized in **Figures 6** will provide approximately \$36.5 million to fund facilities needed by new development. In addition, the City has estimated that \$9.3 million will be available from the City's redevelopment agency. Private (in-tract) financing will provide \$22.2 million and \$14.2 million will come from other sources. (Other sources include funding from jurisdictions that benefit from the Putah Bridge/Dam.)

In preparing the Development Impact Fee Study, EPS and City staff determined that cost estimates for certain facilities were incomplete and the fees for these facilities should be adopted after additional study has been completed. Accordingly, action on approximately \$2.9 million in facilities has been deferred pending further study. Most of these facilities are fire facilities and general capital facilities such as the new City Hall. **Figure 7** summarizes the funding sources for facilities serving new development.

**Figure 6**  
**City of Winters**  
**Summary Development Impact Fee Schedule**

Facility	Residential Fee Per Unit					Non-Residential Fee per Built Square Foot									
	Rural	Low Density	Medium Density	Med. High Density	High Density	NC	Highway Comm.	CBD	Office	Business IP	Light Industrial	Heavy Industrial	Planned Comm.	Public/ Quasi-Public	
Water System	\$6,567	\$1,706	\$1,137	\$762	\$381	\$0.54	\$0.54	\$0.13	\$0.28	\$0.64	\$0.28	\$0.64	\$0.41	\$0.35	
Wastewater System	\$5,666	\$4,415	\$3,925	\$2,943	\$2,060	\$2.08	\$2.08	\$0.73	\$2.08	\$2.08	\$1.66	\$2.50	\$2.08	\$1.60	
Refuse Capital	\$0	\$0	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
General Storm Drains	\$353	\$92	\$61	\$37	\$18	\$0.05	\$0.05	\$0.01	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05	\$0.00	
Streets	\$1,765	\$1,765	\$1,765	\$1,765	\$1,412	\$4.73	\$4.73	\$2.21	\$2.21	\$0.90	\$0.90	\$0.90	\$3.47	\$0.00	
Parks & Rec. Capital	\$1,156	\$1,156	\$1,156	\$950	\$826	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Public Safety Capital	\$279	\$279	\$279	\$279	\$661	\$0.35	\$0.35	\$0.35	\$0.35	\$0.07	\$0.07	\$0.07	\$0.35	\$0.00	
General Capital	\$143	\$143	\$143	\$117	\$102	\$0.21	\$0.21	\$0.21	\$0.21	\$0.08	\$0.08	\$0.08	\$0.21	\$0.00	
City Wide Total	\$15,930	\$9,556	\$8,466	\$6,854	\$5,460	\$7.95	\$7.95	\$3.64	\$5.18	\$3.82	\$3.05	\$4.24	\$6.57	\$1.96	
Storm Drain Non flood study area	\$1,772	\$460	\$307	\$184	\$92	\$0.23	\$0.23	\$0.06	\$0.23	\$0.23	\$0.00	\$0.00	\$0.23	\$0.00	
Non Flood Study Area Total	\$17,702	\$10,016	\$8,773	\$7,038	\$5,553	\$8.19	\$8.19	\$3.70	\$5.41	\$4.06	\$3.05	\$4.24	\$6.80	\$1.96	

"fee\_summary"

**Figure 7**  
**City of Winters**  
**Sources of Funding for Facilities Serving New Development**

Type of Facility	Total Cost	Redevelop- ment Agency Funding	Private Financing	Other Funding	Development Impact Fees	
					Adopted 26-May-92	Action Pending Further Study
Water System	\$8,728,034	\$155,994	\$4,125,271	\$0	\$4,377,593	\$69,176
Sewer System	\$19,610,615	\$113,013	\$4,035,253	\$30,000	\$15,412,586	\$19,763
Refuse Capital	\$5,562	\$0	\$0	\$0	\$0	\$5,562
Storm Drains						
General	\$284,772	\$0	\$0	\$0	\$263,972	\$20,800
Non-Flood Study Area	\$1,586,000	\$0	\$940,372	\$0	\$645,628	\$0
<b>Subtotal - Storm</b>	<b>\$1,870,772</b>	<b>\$0</b>	<b>\$940,372</b>	<b>\$0</b>	<b>\$909,600</b>	<b>\$20,800</b>
Streets	\$31,882,000	\$2,150,000	\$13,127,500	\$8,434,500	\$10,140,000	\$30,000
Park & Recreation Capital	\$15,715,200	\$4,600,000	\$0	\$7,800,200	\$3,315,000	\$0
Public Safety Capital	\$3,569,288	\$156,250	\$0	\$0	\$1,585,663	\$1,827,375
General Capital	\$3,841,118	\$2,088,000	\$0	\$0	\$773,630	\$979,488
<b>Total</b>	<b>\$85,222,589</b>	<b>\$9,263,257</b>	<b>\$22,228,396</b>	<b>\$14,264,700</b>	<b>\$36,514,072</b>	<b>\$2,952,164</b>

*"Funding Summary"*



## FEE PROGRAM

The Winters Fee Study proposes development impact fees on new development that are summarized in Figure 6. The Fee Study explains the methodology by which the costs have been allocated to each land use. Fee financing is preferable to bond financing because it works on a pay-as-you-go basis and avoids financing costs. Further, fee financing avoids burdening land with liens or special taxes.

Figure 8 is a cash flow model for the Fee Program that applies the fees to an estimated buildout schedule. It does not include the revenues or costs associated with storm drain improvements for the non-flood study area. **Appendix A** contains the buildout assumptions and estimated annual fee revenue calculations.

This cash flow is preliminary and subject to change for two reasons. First, the buildout schedule is essentially based on a straight line approach. For the first three years, the City assumes a total of 500 single family units, 90 multi-family units, and 168,000 square feet of non-residential space will be built. For subsequent years, a straight line projection has been used for the remaining residential units and non-residential square feet. Second, the timing of the costs of facilities is not known with certainty. The Facility Cost Database estimates timing in four-year increments. Based on a review of the Master Plans and the Cost Database, EPS reallocated the costs anticipated in the first four years over the first three years. Costs from each subsequent four year time increment have been assumed to occur in the first two years of each increment. Further work must be done to determine more precisely the timing of facility needs and the likely pace of development.

According to the cash flow shown in Figure 8, Winters will experience a maximum deficit of approximately \$11.5 million in 1998. In order to cover this temporary shortfall, some form of bond financing will be necessary. By funding some of the facility costs through bond financing, fees can be reduced accordingly. In order to avoid negative cash flow, approximately \$8 million in bonds should be issued in 1995 and an additional \$3.5 million should be issued in 1998.

## ADDITIONAL BONDS IN ORDER TO REDUCE FEES

Fees are usually paid at the time a building permit is issued, so fees represent an up front cost of development. For this reason, some developers prefer to shift infrastructure costs away from fees and into bond financing. Such a shift reduces up front cash demands on developers.

If the development community would prefer to put more of the costs into bond financing, the City of Winters could certainly elect to accommodate such a request assuming the financing proposal was sound and within standard bond underwriting guidelines. The constraints are that the value of bonds must not be greater than the 1/3 of the appraised value of the land with the bonded improvements, and that the owners of the land agree (usually by a 2/3 vote) that they wish to be part of a bond financing program.

Another constraint on the amount of bond financing is the "2% rule of thumb." Mortgage lenders are sometimes reluctant to make loans when total property taxes, special taxes, and assessments exceed 2% of the value of the property. Also, past history in California indicates that residents will not accept total taxes that exceed 2%. Because property taxes

**Figure 8**  
**City of Winters**  
**General Public Facilities Cash Flow Estimate**  
**New Development**

	Total 1993-2010	1 1993	2 1994	3 1995	4 1996	5 1997	6 1998	7 1999	8 2000	9 2001	10 2002
<b>Beginning Balance</b>		0	397,017	(386,068)	(7,386,734)	(5,446,444)	(8,496,030)	(11,545,616)	(9,605,326)	(7,665,037)	(7,988,197)
<b>Plus Fee Revenue</b> (excluding storm drainage zone fees)	35,868,444	2,251,671	2,251,671	2,251,671	1,940,290	1,940,290	1,940,290	1,940,290	1,940,290	1,940,290	1,940,290
<b>Total Funds Available</b>	35,868,444	2,251,671	2,648,688	1,865,603	(5,446,444)	(3,506,154)	(6,555,740)	(9,605,326)	(7,665,037)	(5,724,747)	(6,047,908)
<b>Less Capital Costs</b> (excluding storm drainage zone fees)											
Water System	4,377,503	370,450	370,450	370,450	0	440,620	440,620	0	0	518,756	518,756
Wastewater System	15,412,586	183,333	1,363,435	7,581,016	0	1,364,977	1,364,977	0	0	597,475	597,475
Refuse Capital	0	0	0	0	0	0	0	0	0	0	0
General Storm Drains	263,972	15,151	15,151	15,151	0	11,250	11,250	0	0	70,608	70,608
Streets	10,140,000	786,000	786,000	786,000	0	2,209,625	2,209,625	0	0	668,063	668,063
Parks & Recreation Capital	3,315,000	221,000	221,000	221,000	0	331,500	331,500	0	0	331,500	331,500
Public Safety Capital	1,585,663	27,834	27,834	27,834	0	629,270	629,270	0	0	65,345	65,345
General Capital	773,630	250,877	250,877	250,877	0	2,625	2,625	0	0	2,625	2,625
<b>Total</b>	35,868,444	1,854,654	3,034,756	9,252,337	0	4,989,876	4,989,876	0	0	2,263,450	2,263,450
<b>Ending Balance</b> (Bond financing used to eliminate annual deficits )	0	397,017	(386,068)	(7,386,734)	(5,446,444)	(8,496,030)	(11,545,616)	(9,605,326)	(7,665,037)	(7,988,197)	(8,311,358)

Note: 1) The Capital Costs in four year phases were obtained from the Cost Database prepared by the City, then assigned to the years in each phase.

Costs for the first 4 year increment were allocated to the first three years of the increment.

Costs for each of the subsequent 4 increments were allocated to the first 2 years of the increment

2) The Cash Flow does not include the costs and revenues associated with the Flood Study Area Improvements.

It does include relatively minor costs and revenues associated with general storm drainage support facilities.

**Figure 8**  
**City of Winters**  
**General Public Facilities Cash Flow Estimate**  
**New Development**

page 2 of 2

	Total 1993-2010	11 2003	12 2004	13 2005	14 2006	15 2007	16 2008	17 2009	18 2010
<b>Beginning Balance</b>		(8,311,358)	(6,371,068)	(4,430,779)	(4,384,953)	(4,339,128)	(2,398,838)	(458,549)	(233,819)
<b>Plus Fee Revenue</b> (excluding storm drainage zone fees)	35,868,444	1,940,290	1,940,290	1,940,290	1,940,290	1,940,290	1,940,290	1,940,290	1,949,378
<b>Total Funds Available</b>	35,868,444	(6,371,068)	(4,430,779)	(2,490,489)	(2,444,664)	(2,398,838)	(458,549)	1,481,741	1,715,560
<b>Less Capital Costs</b> (excluding storm drainage zone fees)									
Water System	4,377,593	0	0	408,522	408,522	0	0	265,202	265,202
Wastewater System	15,412,586	0	0	589,975	589,975	0	0	589,975	589,975
Refuse Capital	0	0	0	0	0	0	0	0	0
General Storm Drains	263,972	0	0	18,323	18,323	0	0	0	0
Streets	10,140,000	0	0	509,938	509,938	0	0	503,375	503,375
Parks & Recreation Capital	3,315,000	0	0	331,500	331,500	0	0	331,500	331,500
Public Safety Capital	1,585,663	0	0	33,583	33,583	0	0	22,883	22,883
General Capital	773,630	0	0	2,625	2,625	0	0	2,625	2,625
<b>Total</b>	35,868,444	0	0	1,894,464	1,894,464	0	0	1,715,560	1,715,560
<b>Ending Balance</b> (Bond financing used to eliminate annual deficits.)	0	(6,371,068)	(4,430,779)	(4,384,953)	(4,339,128)	(2,398,838)	(458,549)	(233,819)	0

cash\_flow



are set at 1%, total special taxes and other assessments cannot exceed 1% if the total tax burden is to remain under 2%. In other words, for a home with \$150,000 of assessed value, total property taxes and special taxes should not exceed \$3,000 per year, and special taxes and/or assessments should not exceed \$1,500 per year.

### AREA SPECIFIC STORM DRAINAGE FACILITIES

For the Flood Study Area, the cost of storm drainage and flood control improvements has not been identified. When a flood control solution is agreed upon, the cost of constructing the necessary improvements should be allocated to the development within the Flood Study Area. Depending on the amount of flood control facilities needed, fee programs and/or bond financing programs should be established. If the up front flood control costs are high, the Flood Study Area will almost certainly need to participate in Assessment Districts or Mello-Roos Districts.

The cost of storm drain improvements needed by development outside the Flood Study Area have been identified in the Storm Drainage System Master Plan. These facilities should be financed through a development impact fee charged to new development outside the flood study area. The fees for areas outside the Flood Study Area are shown in Figure 6.

### FACILITIES SERVING EXISTING DEVELOPMENT

Existing development will need approximately \$19 million in infrastructure improvements. After accounting for \$0.7 million in available redevelopment funds, \$18.3 million must be raised from existing development in order to pay for the facilities it requires. Figure 9 shows the net cost of facilities required by existing development.

**Figure 9. Net Public Facility Costs for Existing Development  
(in millions of 1992\$)**

<u>Facility</u>	<u>Facility Costs</u>	<u>Less Redevel- opment funds</u>	<u>Net Cost to Existing</u>
Water System	\$5.1	\$0.0	\$5.1
Wastewater System	0.8	0.0	0.8
Refuse Capital	1.1	0.0	1.1
General Storm Drains	0.1	0.0	0.1
Storm Drain - Outside Flood Study Area	2.0	0.0	2.0
Streets	6.3	0.3	6.0
Parks & Community Rec.	1.0	0.3	0.7
Public Safety Capital	1.7	0.1	1.6
General Capital	<u>0.6</u>	<u>0.0</u>	<u>0.6</u>
<b>Total</b>	<b>\$19.0</b>	<b>\$0.7</b>	<b>\$18.3</b>

Funding for these facilities must come from existing development or general city revenues, therefore fee financing is not an option. The Water, Wastewater, and Refuse Capital account for \$7 million of the total cost. These facilities could be funded through revenue bonds. Debt service for the revenue bonds would be covered by increases in Water, Sewer, and garbage rates.

The other facilities will need to be funded through some other type of bond financing. Whichever financing method is chosen, a tax or utility rate increase on existing development will be necessary to cover debt service.

## PARK AND RECREATION FINANCING

### **Park Development Fees**

The City of Winters has proposed a \$16.7 million park program. These park improvements will be funded by several sources including park development fees charged against new development.

At the time of the 1990 census, Winters had 36.7 acres of developed and designated park land and a population of 4,700 resulting in a ratio of 7.8 acres per thousand population. Although Winters has a standard of 7.8 acres per thousand population, the Quimby Act limits park land dedication from new development to 5 acres per thousand. In order to maintain the Quimby Act maximum standard of 5 acres per thousand with improved park land, Winters must develop 5 acres of park land per thousand population of new development.

Park cost to be funded by Fees are based on the Quimby maximum standard of 5 acres per thousand, the 7,800 new residents projected in the General Plan, and park development costs of \$85,000 per acres. The \$85,000 figure was provided by EPS and is a close approximate of park development costs in comparable areas (e.g., Elk Grove and Dinuba). Total park development costs to be funded by development impact fees are \$3,315,000 ( $\$3,315,000 = 7,800 \text{ residents} \times 5 \text{ acres per thousand population} \times \$85,000 \text{ per acre}$ ).

This park development fee is in addition to the dedication of park land pursuant to the Quimby Act. It would also be in addition to any Quimby in-lieu fee paid by developers who elect to pay such an in-lieu fee rather than dedicate land.

### **Park Financing**

The park development fee will raise approximately \$3.3 million. Redevelopment funds are estimated to provide \$4.6 million. In order to achieve its \$16.7 million park improvement program goal, the City will need approximately \$8.8 million from non-fee sources.

To fund this \$8.8 million shortfall, Winters will need to utilize some sort of bond financing that burdens the entire community. A Landscape and Lighting District may be the best option. A City-wide Landscaping and Lighting District could issue bonds and could be passed via a protest hearing process rather than a 2/3 vote the community. In addition the City should seek state grants and voluntary donations.

## **BOND FINANCING ALTERNATIVES**

The following paragraphs briefly describe the financing mechanisms available to the City of Winters.

### **LANDSCAPING AND LIGHTING DISTRICT**

The Landscaping and Lighting Act of 1972 permits the installation, maintenance and servicing of landscaping and lighting through annual assessments on real property benefiting from the improvement. The act also permits construction and maintenance of appurtenant features including curbs, gutters, walls, sidewalks or paving, and irrigation or drainage facilities. Amendments to the Act allow Districts to issue bonds with up to a 30 year term. Winters already has established six Landscaping and Lighting Districts.

One or more additional Landscaping and Lighting Districts may be formed in Winters to fund the maintenance of roadway medians and street trees, street lights, and parks. Landscaping and Lighting Districts can be formed through a protest hearing process.

### **MELLO-ROOS COMMUNITY FACILITIES**

The 1982 Mello-Roos Community Facilities District Act enables cities, counties, special districts, and school districts to establish community facilities districts (CFDs) and to levy special taxes to fund a wide variety of facilities and services. The proceeds of the Mello-Roos special tax can be used for direct funding and/or to pay off bonds.

The Mello-Roos Act is designed to make it fairly easy to gain passage of the required two-thirds vote. If there are twelve or more registered voters within the CFD, a 2/3 positive vote of the registered voters is required to form the CFD. If there are less than twelve registered voters within the CFD, a 2/3 positive vote of the landowners with the votes apportioned by acreage (1 vote per acre) is required to form the CFD.

Because the CFD boundaries may be discontinuous, those areas that will not support the tax can be avoided. Winters could form a series of CFDs. One large CFD could cover a certain portion of the general facilities cost. All areas that wish to develop could be put in this large CFD. In addition, separate CFDs could be formed for storm drainage zones that wish to utilize Mello-Roos CFD financing. Those property owners who elect to stay out of the CFD would be required to annex into it at a later date or would be required to pay an Area of Benefit Assessment, plus any penalties, when they file for building permits.

A Mello-Roos special tax is not a special assessment, therefore, there is no requirement that the tax be apportioned on the basis of benefit. However, Mello-Roos special taxes are typically structured on the general principle of benefit. The tax can be structured so that it varies depending upon the zoning or development intensity of the property being assessed.

### **SPECIAL ASSESSMENT DISTRICTS**

California statutes give local governments the authority to levy a number of special assessments for specific public improvements such as streets, storm drains, sewers, street lights, curbs, gutters, and sidewalks. The agency creates a special assessment district that



defines both the area to benefit from the improvements and the properties that will pay for the improvements. Thereafter, each property within the district will be assessed a share of the cost of improvements that is proportional to the benefit it receives from those improvements.

There are a variety of assessment district acts available to finance public facilities. The most likely act to fund the necessary infrastructure for Winters would be the Improvement Bond Act of 1915 that provides a vehicle for issuing assessment bonds for assessments authorized under the 1911 and 1913 Benefit Assessment Acts.

### PUBLIC ENTERPRISE REVENUE BONDS

Cities and counties can issue bonds to finance facilities for revenue-producing public enterprises. Winters could fund the required sewer and water improvements for Winters through sewer and/or water revenue bonds backed by the collection of the sewer and water fees.

The advantage of using of issuing revenue bonds is that they do not require a 2/3 vote since they are neither payable from taxes, nor from the general fund. The bonds are repaid solely from a special fund consisting of the revenues generated by the facility being financed.

The backup security for the revenue bonds, if the sewer and water fees are less than projected to meet debt service, would be the water and sewer rate payers. The City would need to determine the potential risk of issuing revenue bonds for new facilities.

### GENERAL OBLIGATION BONDS

The City or the School District may issue General Obligation Bonds to fund required facilities. Because the bonds are secured by the General Fund, they are considered less risky by the bond market and therefore have significantly lower interest rates and issuance costs. Debt service for the bonds is paid for from increased property tax revenues collected from all taxable property within the City or School District. The tax rates are based on assessed value and the property tax rate increase must be approved by 2/3 of the registered voters.

### MARKS-ROOS BONDS

The Marks-Roos Local Bond Pooling Act of 1985 provides local government with a flexible financing device. A recent variation has become known as "Marks-Roos Bonds." This term generally refers to bonds issued by a joint powers authority under the Act to make loans to, or enter into financing leases with, or acquire bonds from, two or more public entities or from a single entity for more than one project.

In the case of Winters, bonds may be needed for streets and roads, sewer, water and storm drainage facilities. Mello-Roos CFD bonds could be issued for the road projects and storm drainage facilities, and revenue bonds could be issued for the water and sewer facilities. The Marks-Roos Bonds would essentially purchase the Mello-Roos and revenue bonds. Two advantages of this type of approach include:

Current interest rates could be locked in as a hedge against interest rate increases. This is important if a series of bonds were to be issued.

There could be a cost savings in comparison with separate stand-alone bond issues for each financing.

There are also disadvantages to Marks-Roos bonds, such as higher interest costs if rates decline, the legal complexity, and the added administrative costs due to the complexity. The City should consider a Marks-Roos bond pooling strategy only if it can be proven cost effective over the stand-alone bond issues.

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## VI. FISCAL SUMMARY

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### INTRODUCTION

Economic and Planning Systems conducted a fiscal analysis of the land use alternatives considered in the General Plan. This analysis is included as Chapter VIII of the Environmental Impact Report prepared by Duncan and Jones. The purpose of the fiscal analysis was to estimate the impact of the six use alternatives in the General Plan on the City's annual operating budget at 2010. The City adopted General Plan Alternative No. 1. This chapter summarizes the fiscal impacts of the Adopted General Plan.

Adoption of the General Plan Alternatives will generate demand for additional City services, primarily police and fire protection, as well as generate operating revenue for the City. The fiscal analysis compares the amount of revenue generated annually by new development to the yearly cost of providing required services to new development. Because the analysis in significant negative fiscal impacts (i.e. expenditures exceed revenues), measures to mitigate the impacts are recommended.

The City currently has an annual operating budget of approximately \$1.3 million. The City budget is divided into four types of funds: general purpose (General Fund), enterprise, other government, and internal service funds. The fiscal analysis focuses on the General Fund portion of the budget, that includes the majority of annual operating expenditures. Costs incurred by the enterprise and other governmental funds (such as most public works capital improvement expenditures) are primarily offset by service charges and fees and dedications taxes. **Figure 10** summarizes the development and demographic assumptions used to conduct the fiscal impact analysis.

### IMPACTS AND MITIGATION MEASURES

#### IMPACTS

The annual fiscal impacts for the General Plan are presented in **Figure 11**. The General Plan will result in a General Fund Deficit of \$970,008 in 2010 if the General Plan *proposed* service standards are delivered. This negative fiscal balance is considered to be significant impact.

The main reasons for net negative fiscal balance can be attributed to several situations:

- 1) Current service levels in the City of Winters are below what is considered acceptable or preferred, i.e., fire service, amount of developed park land, and public works maintenance. This analysis assumes increases in some levels of service where appropriate and realistic for new development. (If Winters currently used its preferred General Plan standards, it would have a deficit today.)



- 2) Residential development in most California communities typically does not pay for itself because of the restraints of Proposition 13 that limits the amount of property taxes that can be raised. Proposition 13 limits the amount that property can annually be reassessed to two percent unless that property changes ownership. Therefore, in the early years of a residential project there may be a balance between revenues and expenditures but over time inflation erodes the amount of services than can be purchased with a set amount of potential revenues from residential property.
- 3) Most communities use commercial development to counter the negative effects of Proposition 13. However, given the size and location of Winters, the City is limited in its ability to attract commercial development such as retail space to subsidize the residential component of the land use alternatives. This analysis assumes the maximum amount of non-residential development that is likely to develop for each Alternative during the 20 year planning time.

### MITIGATION MEASURES

There are a variety of fiscal mitigation measures that the City Council may consider to alleviate the negative fiscal balance associated with the various alternatives. The Council may choose one mitigation measure to resolve the impact or a combination of measures. The following list of mitigation measures are presented to provide decision makers with an understanding of the range of mitigation measures available and currently in use by other communities.

#### **Mitigation Measure #1**

City should consider adopting an annual special tax, such as Mello-Roos District or a parcel tax, for providing essential services such as fire protection services. Adoption of such an annual special tax and implementation should be placed before the voters of Winters.

The special tax should apply to both new and existing residents in order to increase the levels of service to acceptable standards. Each dwelling unit would have an annual tax depending on the value of the unit and its revenue and expenditure generating capabilities. If these costs were spread over each new dwelling unit evenly, the special taxes would be about \$261 per unit. This mitigation measure, if adopted would eliminate the projected shortfall.

#### **Mitigation Measure #2**

The City should consider creating a Landscaping and Lighting District to cover the costs of providing required maintenance of new parks and other landscape maintenance.

The City desires to increase its provision of park land. The cost of maintaining this additional acreage represents a substantial increase in public expenditures for this type of service. Park maintenance costs in this analysis are based on the Quimby minimum standard of three acres per thousand population. If higher levels of park acreage are achieved, maintenance costs could be higher, depending on the development intensity of

the parks. A Landscaping and Lighting District would allow the City to meet this increase standard without burdening the General Fund, however, substantial negative fiscal balances would persist due to other needs.

### **Mitigation Measure #3**

The City should consider creating a Special Assessment District, such as a Landscaping and Lighting District, to cover the additional maintenance costs associated with the proposed project.

### **Mitigation Measure #4**

The City should consider not increasing public service standards for the Proposed Project until such time as sufficient revenues to cover associated expenditures are available.

The City may, for example, choose to construct the new fire station, but continue to operate at a level of service lower than that analyzed in this report. Also the council may choose not to develop park acreage beyond the current standards until sources of revenue to fund the associated maintenance costs are identified. Alternatively, the City could elect to selectively increase service levels in different departments as revenues become available.

### **Mitigation Measure #5**

Should the implementation of the above mentioned mitigation measures be infeasible or not approved by voters, the City Council should adopt a General Plan with a lesser or greater net new population.

As an alternative to special taxes, if the City goes forward with increasing levels of service such as providing full-time fire protection services and better street maintenance, the City Council should consider adopting a General Plan that more closely matches the revenue generating capabilities with the associated expenditures. This could be accomplished by a lower population than proposed or a higher population.

**Figure 10**  
**Summary of Development Assumptions**  
**Winters General Plan Fiscal Impact Analysis**

<u>Land Uses</u>	<u>Unit of Measure</u>	<u>Amount</u>
Residential		
SF- Low Density	du	294
SF - Medium Density	du	2,300
MF - High Density	du	429
<b>Total Dwelling Units</b>	du	<b>3,023</b>
Non Residential		
Retail	sq. ft.	161,200
Service	sq. ft.	155,588
Office	sq. ft.	51,863
Industrial	sq. ft.	829,800
<b>Total Building Space</b>	sq. ft.	<b>1,198,451</b>
Hotel	room	50
Other Uses		
Parks	acre	23.20
Open Space	acre	181.20
Streets	mile	25.40
Demographics		
Total Population		12,500
Net Population Increase		7,722
Total Employment		3,568
Net Increase in Employment		2,467

*\*fiscal\_assumptions\**



**Figure 11**  
**City of Winters**  
**Summary of Revenues and Expenditures by Budget Item**

<u>Budget Item</u>	<u>Amount</u>
<b>REVENUES</b>	
Property Tax	\$1,190,364
Sales and Use Tax	\$257,275
Transient Occupancy Tax	\$27,375
Property Transfer Tax	\$53,625
Franchise Tax	\$40,556
Municipal Services Tax	\$177,059
Business license Fees	\$21,609
Fines, Forfeitures, and Penalties	\$2,044
Motor Vehicle In-Lieu	\$284,465
Other (State Subventions)	\$125,706
<b>TOTAL REVENUES</b>	<b>\$2,180,076</b>
<b>EXPENDITURES</b>	
General Government	\$412,539
Planning Department	\$148,274
Police Services	\$999,637
Fire Services	\$790,350
Parks and Ground Maintenance	\$244,936
Swimming and Rec. Programs	\$35,591
Com. Cen. /Other Public Bldgs.	\$101,680
Public Works Adm. and Eng.	\$162,909
Street Maintenance Department	\$207,468
Corporate Yard	\$46,700
<b>TOTAL EXPENDITURES</b>	<b>\$3,150,084</b>
<b>GENERAL FUND SURPLUS (DEFICIT)</b>	<b>(\$970,008)</b>

*\*Fiscal\_Balance\**

## VII. SCHOOL FACILITIES

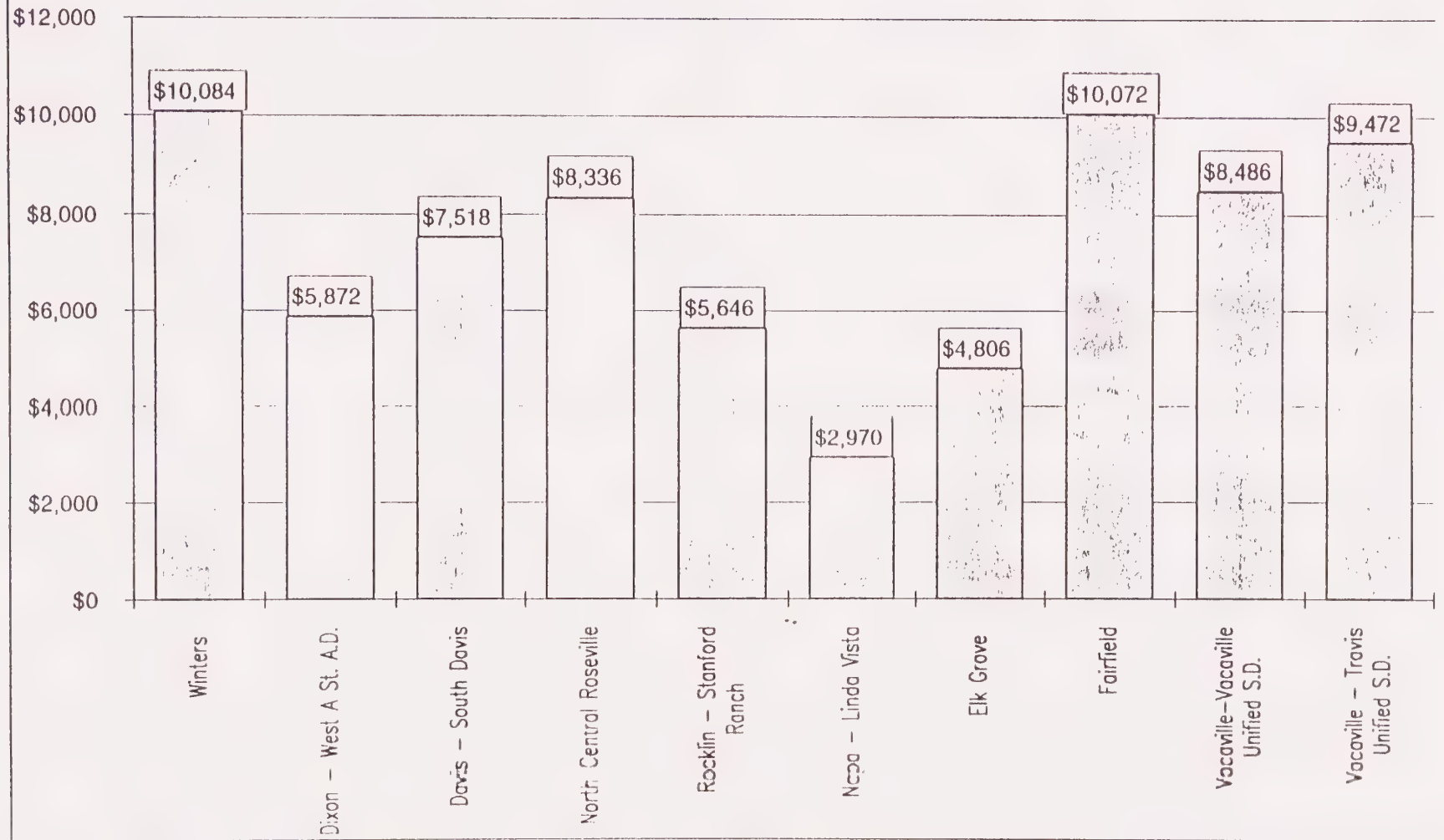
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New residential development in Winters will bring new students that in turn will place demands on school facilities. The Winters Joint Unified School District has evaluated how the various general plan land use alternatives will affect the need for additional school facilities.

To meet increases in enrollment generated by new development, the District has determined that it will need \$10,084 from each new single family unit and \$6,681 from each multi-family unit. These school fees will raise approximately \$34 million.

**Figure 12** compares the school mitigation costs proposed by the School District to other school mitigation measures in nearby communities. For areas besides Winters, school mitigation is defined as the sum of any school fees collected from new development plus the present value of any special taxes that pay for school facilities. **Figure 12** shows that the proposed school mitigation costs in Winters are higher than those experienced in the other areas. Required school mitigation measures in other Districts may be lower than in Winters due to a combination of factors. These factors include using lower student generation rates (the statewide average is .7 per unit), utilizing year round schools to increase capacity, and the assumption of the availability of some state funding.

**Figure 12**  
**Comparison of Estimated School Mitigation Measures**  
**For Single Family Homes (1,800 sq. ft.)**





## VIII. FINANCIAL FEASIBILITY

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### INTRODUCTION TO FEASIBILITY ANALYSIS

In order to evaluate the financial feasibility of the General Plan, the full cost of development must be considered. In addition to the facilities costs described in this report, the Winters Joint Unified School District and Yolo County will require new development to pay for the facilities required by new development.

On April 30, 1991, Yolo County adopted a capital fee program for new development in both incorporated and unincorporated areas of the County. In Winters, the Yolo County Capital fee for a single family home is \$995 and the fee for a multi-family home is \$590. Non-residential fees range from \$0.12 per built square foot for manufacturing to \$0.52 for offices/services. These fees cover a variety of needs including law enforcement, social services, health services, courts, and general administration. In addition to these general fees, Yolo County is considering a County-wide traffic fee. On a preliminary basis, the County Administrator's Office has estimated the traffic fee in Winters at \$1,200 per unit.

The Winters Joint Unified School District has evaluated its facilities plan in light of the General Plan. The adopted school fee is \$10,084 per unit.

### COMPARISON ANALYSIS

One way to evaluate the financial feasibility of the Winters General Plan is compare the cost of backbone infrastructure in Winters to the cost of backbone infrastructure in nearby communities. Backbone infrastructure for residential units consists of four components: city-wide fees, project specific fees, school mitigation, and infrastructure bond debt. City-wide fees are fees charged to all newly developing areas in a community. Such fees include building permits and plan checks but do not include other processing fees such as environmental and map reviews. Project specific fees are fees charged only within certain areas within a city. In Winters, the storm drainage fees are an example of a project specific fee. School mitigation is a combination of fees and/or Mello-Roos Special taxes levied by school districts to pay for school facilities. Because special taxes are paid over many years, while fees are collected up front, a present value calculation is applied to the stream of tax payments to convert it to today's dollars. Some communities have set up Mello-Roos CFDs or Assessment Districts to pay for backbone infrastructure. In such cases, EPS applies a present value calculation to convert the stream of tax payments to present day dollars.

### RESIDENTIAL COMPARISONS

Figure 13 shows the components of backbone infrastructure for a single family medium-density home outside the Flood Study Area. The City-wide fees include Yolo County Fees, building permit/mechanical/plan check fees, and the building tax in addition to the development impact fees shown in Figure 6. The project-specific fee is the storm drainage fee for medium-density development outside the Flood Study Area. The school mitigation figure was provided by Winters Joint Unified School District and adopted by the City of Winters. Figure 13 shows that total backbone infrastructure costs are approximately \$25,000.

Although Winters will need some form of bond financing, the exact cost of such financing has not been determined. Because any bond financing will result in a credit against the general fees, the net cost of bond financing will probably be less than \$1,000 per unit. (The \$1,500 estimate is calculated by multiplying the amount of bonds \$11,500,000 by a 25% bond issuance cost factor and dividing by the number of units – 3,000.) Because the exact amount is unknown, no infrastructure bond debt is shown in **Figures 13**.

**Figure 13** shows the cost of backbone infrastructure in several nearby areas. Backbone infrastructure costs range from about \$20,000 in Napa to nearly \$40,000 in the Mace Ranch Area of Davis. When backbone infrastructure costs in Winters are compared to other areas, it appears that Winters' costs are toward the middle of the range. The Flood Study Area may experience substantially higher backbone infrastructure cost burdens once the costs for flood control are identified.

### NON-RESIDENTIAL COMPARISONS

A similar comparison analysis for commercial development can be shown for non-residential development. **Figure 14** shows the cost per square foot for backbone infrastructure in Winters and in several areas. According to **Figure 14**, costs for Commercial/Industrial development in Winters are approximately 20% to 50% lower than competing areas.

All of these comparisons are based on available public documents. The costs do not include additional mitigation measures required as a condition of approval or any other negotiated agreements. The Winters examples are slightly understated because they do not include the cost of bond issuance. Costs for projects in the Flood Study Area are unknown but are likely to be significantly higher.

## ESTIMATED HOME PRICE ANALYSIS

Another method for evaluating the financial feasibility of the General Plan is to estimate the cost of a home and compare this price to existing market conditions. The following sections attempt to estimate the price of starter homes (1,300 square feet, 7 units per acre) and medium-sized homes (1,500 to 1,900 square feet, 4.63 units per acre).

### STARTER HOMES

EPS assumes that a starter home is 1,300 square feet on a 4,500 square foot lot with construction costs of \$42 per built foot. As shown in **Figure 15**, the cost of a starter home outside the Flood Study Area, based on the cost of the different components, is over \$140,000.

High home prices for starter homes represent a point of concern. Many young families in Winters would not be able to afford homes in this price range. Further, the typical price of new starter homes in the Sacramento region is below \$140,000, somewhat below the estimated price for Winters.

## MEDIUM-SIZED HOMES

Medium-sized homes range from 1,500 to 1,900 square feet on a 7,500 square foot lot. Based on the fees presented earlier in this report and typical home building industry standards, **Figure 15** estimates the selling price of a home in Winters for three different home sizes. Homes would have to be priced between \$157,000 and \$182,000 depending on the size.

**Figure 15** shows that a 1,500 square foot home will cost approximately \$157,000. Considering an expected market price of \$100 per foot, or \$150,000, land developers and home builders are likely to experience lower profits than industry standards, lower construction quality to reduce costs, or may not attempt to construct any projects in the current market. For larger homes, the gap between home cost and market value narrows.

In reviewing this analysis, one must be cautioned that costs presented are industry averages and actual costs in Winters could be different. Further, these figures pertain to homes outside the flood study area. Homes within the flood study area will face an even more difficult situation when the flood control fee is established. Also, this analysis assumes that costs and conditions in Winters are similar to other areas. This may not be the case. Specifically, EPS assumes the industry rule of thumb of \$10,000 per unit for in-tract subdivision infrastructure. Some local developers have stated that development standards in Winters may push in-tract costs to over \$17,000 per unit. If this is the case, then gap between the cost of producing the home and the market price would be even greater.

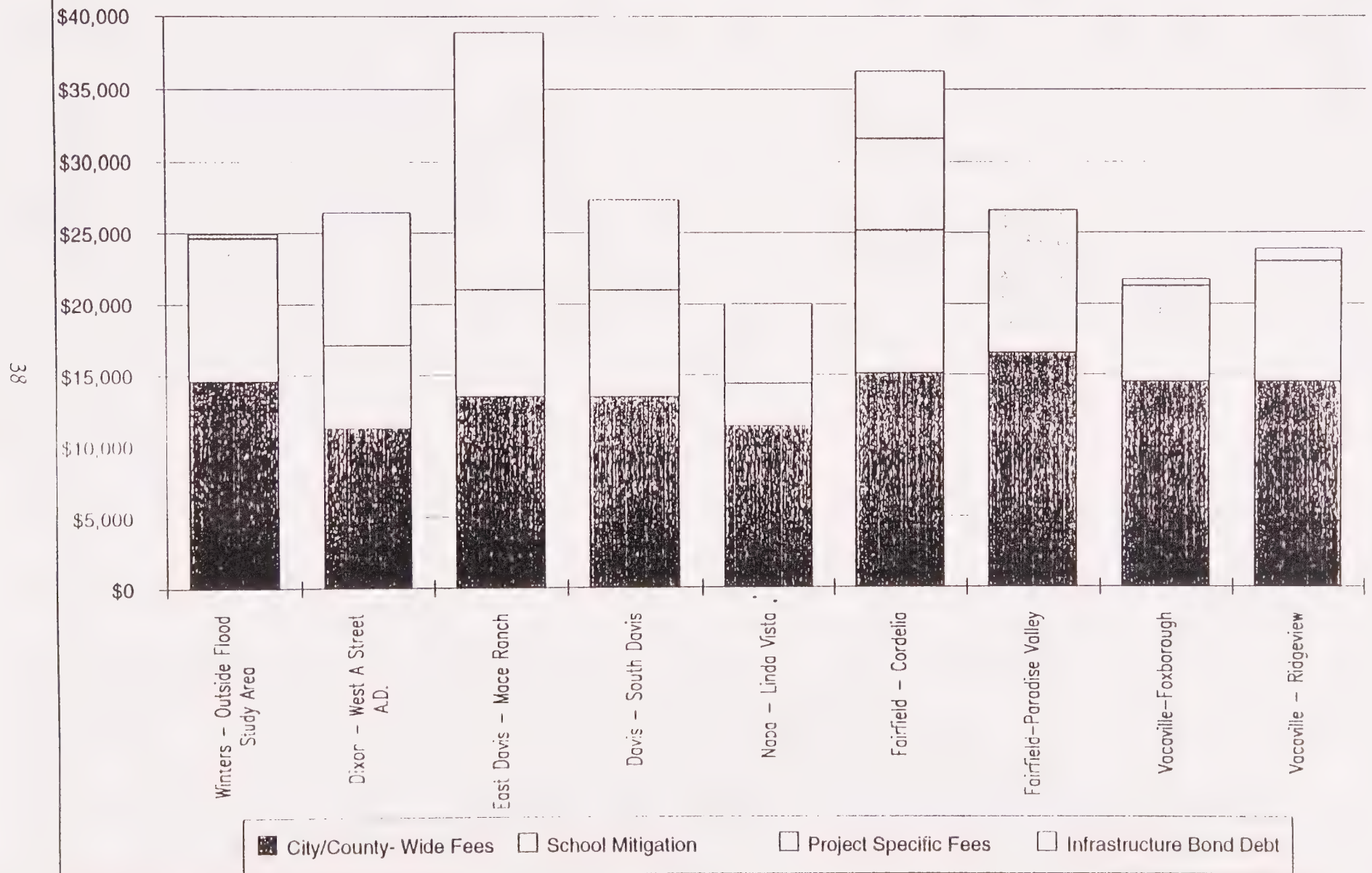
## CONCLUSION

On a comparative basis, the residential backbone infrastructure cost burdens in Winters are in the middle of the range of those experienced in nearby communities. Non-residential infrastructure cost burdens are generally lower than nearby communities. Lower non-residential burdens may help Winters attract non-residential development that provides a stronger tax base.

Although residential infrastructure cost burdens are similar to other nearby areas, the projected cost burden will push the cost of new housing to over \$140,000 for starter homes, based on current industry standards. Larger homes will have higher prices.



**Figure 13**  
**Comparison of Estimated Fees, School Mitigation, and Bond Debt**  
**For Single Family Homes (1,800 sq. ft.)**



**Figure 14**  
**City of Winters**  
**Comparison of Non-residential Backbone Infrastructure Costs**  
**Backbone Infrastructure Costs Per Square Foot of Building**

Land Use	Winters Outside Flood Study Area (1)	Davis East Davis Mace	Vacaville Chevron Business Park	Vacaville Nut Tree Parkway	Vacaville Vaca Valley Ind. Park	Woodland E. Main St. Assess. District	Roseville North Central	Roseville Northeast	Folsom Natoma Station	Average For Comparison Areas	Ratio of Winters to Average of Comp. Areas
Neighborhood Commercial	\$8.66	\$11.49	NA	NA	NA	NA	\$14.24	\$14.51	\$12.51	\$13.19	66%
Highway Commercial	\$8.66	unknown	NA	\$5.62	NA	NA	\$14.00	\$15.88	\$12.68	\$12.05	72%
Office	\$6.13	\$10.13	\$8.24	NA	NA	NA	\$12.00	\$10.90	\$11.30	\$10.51	58%
Light Industrial	\$3.54	\$5.83	unknown	NA	\$4.42	\$5.52	\$7.94	NA	\$10.28	\$6.80	52%

Notes:

\*nonresidential\_comparison\*

(1) Includes Yolo County Capital Facilities Fee, but does not include proposed traffic fee.

NA means the given land use does not exist in that project area. Unknown means information regarding fees and bond debt is not currently available to EPS

Figure 15

## City of Winters

Comparison Estimated Component Cost of Homes to Estimated Market Price  
For Homes Outside the Flood Study Area

Component	Assumption/ Source/ Calculation	Home Description			
		Med. High Density	Medium Density		
		1,300 Sq. Ft.	1,500 Sq. Ft.	1,700 Sq. Ft.	1,900 Sq. Ft.
A. Unimproved Annexed Land w/Entitlements	assumed (1)	\$17,500	\$20,000	\$20,000	\$20,000
B. City Wide Fees	Fee Study (2)	\$7,514	\$9,066	\$9,066	\$9,066
C. Building Permit/Plan Check/Mechanical	City of Winters	\$1,312	\$1,422	\$1,533	\$1,644
D. Building Tax	City of Winters	\$1,293	\$1,492	\$1,691	\$1,890
E. Storm Drain (Non-Flood Study Area)	Fee Study	\$184	\$307	\$307	\$307
<b>Subtotal Winters Fees</b>		<b>\$10,302</b>	<b>\$12,287</b>	<b>\$12,596</b>	<b>\$12,900</b>
E. Yolo County General Fee	Yolo Co. Ord. # 1119	\$995	\$995	\$995	\$995
F. Yolo County Road Fee	Preliminary Estimate	\$1,200	\$1,200	\$1,200	\$1,200
G. School Mitigation	WJUSD (3)	\$10,084	\$10,084	\$10,084	\$10,084
<b>Subtotal Other Agency Fees</b>		<b>\$12,279</b>	<b>\$12,279</b>	<b>\$12,279</b>	<b>\$12,279</b>
<b>Total Fees</b>		<b>\$22,581</b>	<b>\$24,566</b>	<b>\$24,875</b>	<b>\$25,179</b>
I. Subdivision Infrastructure	assumed (1)	\$10,000	\$10,000	\$10,000	\$10,000
J. Utilities/Trenching	assumed (1)	\$2,000	\$2,000	\$2,000	\$2,000
K. Construction of Home	\$42 per built foot	\$54,600	\$63,000	\$71,400	\$79,800
<b>Subtotal Construction Costs</b>		<b>\$66,600</b>	<b>\$75,000</b>	<b>\$83,400</b>	<b>\$91,800</b>
L. Construction Financing	7.5% of B. to K.	\$6,689	\$7,467	\$8,121	\$8,775
M. Cost of Selling Home	10.00%	\$13,650	\$15,000	\$16,490	\$17,860
N. Profit	10.00%	\$13,650	\$15,000	\$16,490	\$17,860
<b>Subtotal Financing/Overhead</b>		<b>\$33,989</b>	<b>\$37,467</b>	<b>\$41,101</b>	<b>\$44,495</b>
<b>O. Estimated Price of Home based on Component Costs and Industry Standards</b>		<b>\$140,670</b>	<b>\$157,033</b>	<b>\$169,376</b>	<b>\$181,470</b>
<b>P. Estimated Market Value of Home (Estimated Price per built foot)</b>		<b>\$136,500 \$105</b>	<b>\$150,000 \$100</b>	<b>\$164,900 \$97</b>	<b>\$178,600 \$99</b>
<b>Q. Estimated Market Gap (Q=P-O) (4)</b>		<b>(\$4,170)</b>	<b>(\$7,033)</b>	<b>(\$4,476)</b>	<b>(\$2,870)</b>

Notes:

\*Market\_Analysis

(1) "Assumed" means an assumption has been made by EPS based on our experience with other projects. Actual costs in Winters could be different. Specifically, subdivision infrastructure may be more costly in Winters

(2) Base City-wide Fee of \$8,466 plus \$600 for estimated additional fees on deferred items. Med. High Density based on \$6,354 plus deferred \$500

(3) Adopted by City of Winters

(4) Market gap is the difference between the estimated market price of the home less the cost of producing the home based on industry standards for development costs and profit margin.



## IX. IMPLEMENTATION

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Implementation of the financing plan will take a large number of actions from the City Council and Planning Commission, City Staff, consultants, developers, and the public. The following major steps will need to be implemented. Each step requires a number of specific studies and actions. Each step will need a detailed plan and schedule for implementation.

- 1) After identifying the flood control solution for the Flood Study Area, develop a financing plan for the flood control facilities.
- 2) Continue the evaluation of general capital, and fire safety capital needs in order to expand the fee program.
- 3) Adopt mitigation measures that ensure a balanced operating budget.
- 4) Evaluate infrastructure needs in order to develop an infrastructure phasing program.
- 5) When infrastructure phasing program is complete, evaluate fee program and anticipated absorption to determine need for bond financing.
- 6) Negotiate with land owners to determine participation in Mello-Roos Community Facilities Districts and Assessment Districts. Landowners participating in bond financing districts will receive appropriate fee credits.

## APPENDIX A

### Estimated Buildout and Fee Revenue Calculations

:

**Appendix A -- Figure 1**  
**City of Winters**  
**Estimated Buildout Schedule**

Land Use	Total 1993-2010	1 1993	2 1994	3 1995	4 1996	5 1997	6 1998	7 1999	8 2000	9 2001	10 2002
<b>Residential</b>											
Rural Residential	41	3	3	3	2	2	2	2	2	2	2
Low Density Residential	322	20	20	20	17	17	17	17	17	17	17
Medium Density Residential	1,682	107	107	107	91	91	91	91	91	91	91
Medium High Density Residential	585	37	37	37	32	32	32	32	32	32	32
High Density Residential	478	30	30	30	26	26	26	26	26	26	26
<b>Total Dwelling Units</b>	<b>3,107</b>	<b>197</b>	<b>197</b>	<b>197</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
<b>Nonresidential</b>											
Neighborhood Commercial	222,202	13,580	13,580	13,580	12,098	12,098	12,098	12,098	12,098	12,098	12,098
Highway Service Commercial	147,734	9,028	9,028	9,028	8,043	8,043	8,043	8,043	8,043	8,043	8,043
Central Business District	778,896	47,599	47,599	47,599	42,407	42,407	42,407	42,407	42,407	42,407	42,407
Office	130,244	7,960	7,960	7,960	7,091	7,091	7,091	7,091	7,091	7,091	7,091
Business/Industrial Park	373,315	22,814	22,814	22,814	20,325	20,325	20,325	20,325	20,325	20,325	20,325
Light Industrial	515,309	31,491	31,491	31,491	28,056	28,056	28,056	28,056	28,056	28,056	28,056
Heavy Industrial	296,115	18,096	18,096	18,096	16,122	16,122	16,122	16,122	16,122	16,122	16,122
Public/Quasi-Public	293,098	17,911	17,911	17,911	15,958	15,958	15,958	15,958	15,958	15,958	15,958
<b>Total Building Square Foot</b>	<b>2,756,914</b>	<b>168,478</b>	<b>168,478</b>	<b>168,478</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>

Notes: 1) The City has estimated that 500 single family and 90 multifamily units will develop in the first three years.

A straight line estimate is used to divide the remaining units between the remaining years

2) For nonresidential land uses, the City believes that slightly more (approx. 10%) land will develop in years 1 - 3 than a straight line projection would indicate.



Appendix A -- Figure 1  
City of Winters  
Estimated Buildout Schedule

Land Use	Total 1993-2010	11 2003	12 2004	13 2005	14 2006	15 2007	16 2008	17 2009	18 2010
<b>Residential</b>									
Rural Residential	41	2	2	2	2	2	2	2	4
Low Density Residential	322	17	17	17	17	17	17	17	24
Medium Density Residential	1,682	91	91	91	91	91	91	91	87
Medium High Density Residential	585	32	32	32	32	32	32	32	26
High Density Residential	478	26	26	26	26	26	26	26	24
<b>Total Dwelling Units</b>	<b>3,107</b>	<b>168</b>	<b>168</b>	<b>168</b>	<b>168</b>	<b>168</b>	<b>168</b>	<b>168</b>	<b>164</b>
<b>Nonresidential</b>									
Neighborhood Commercial	222,202	12,098	12,098	12,098	12,098	12,098	12,098	12,098	12,092
Highway Service Commercial	147,734	8,043	8,043	8,043	8,043	8,043	8,043	8,043	8,049
Central Business District	778,896	42,407	42,407	42,407	42,407	42,407	42,407	42,407	42,401
Office	130,244	7,091	7,091	7,091	7,091	7,091	7,091	7,091	7,092
Business/Industrial Park	373,315	20,325	20,325	20,325	20,325	20,325	20,325	20,325	20,323
Light Industrial	515,309	28,056	28,056	28,056	28,056	28,056	28,056	28,056	28,053
Heavy Industrial	296,115	16,122	16,122	16,122	16,122	16,122	16,122	16,122	16,119
Public/Quasi-Public	293,098	15,958	15,958	15,958	15,958	15,958	15,958	15,958	15,952
<b>Total Building Square Feet</b>	<b>2,756,914</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,100</b>	<b>150,079</b>

- -

buildout

# Appendix A -- Figure 2

## City of Winters

### General Public Facilities Fee Revenue Estimate

#### New Development

Alternative: 1  
12,500 population

Land Use	Fee (excluding storm drainage zone fees)	Total 1993-2010	1 1993	2 1994	3 1995	4 1996	5 1997	6 1998	7 1999	8 2000	9 2001	10 2002
<b>Residential</b>												
Rural Residential	15,930 / du	651,529	47,789	47,789	47,789	31,860	31,860	31,860	31,860	31,860	31,860	31,860
Low Density Residential	9,556 / du	3,077,200	191,122	191,122	191,122	162,454	162,454	162,454	162,454	162,454	162,454	162,454
Medium Density Residential	8,466 / du	14,240,873	905,903	905,903	905,903	770,441	770,441	770,441	770,441	770,441	770,441	770,441
Medium High Density Residential	6,854 / du	4,009,333	253,595	253,595	253,595	219,326	219,326	219,326	219,326	219,326	219,326	219,326
High Density Residential	5,460 / du	2,607,649	163,813	163,813	163,813	141,971	141,971	141,971	141,971	141,971	141,971	141,971
<b>Total</b>		<b>24,586,584</b>	<b>1,562,222</b>	<b>1,562,222</b>	<b>1,562,222</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>
<b>Nonresidential</b>												
Neighborhood Commercial	7.95 / bldg sq. ft.	1,767,565	108,022	108,022	108,022	96,237	96,237	96,237	96,237	96,237	96,237	96,237
Highway Service Commercial	7.95 / bldg sq. ft.	1,175,186	71,813	71,813	71,813	63,980	63,980	63,980	63,980	63,980	63,980	63,980
Central Business District	3.64 / bldg sq. ft.	2,835,677	173,291	173,291	173,291	154,388	154,388	154,388	154,388	154,388	154,388	154,388
Office	5.18 / bldg sq. ft.	674,298	41,208	41,208	41,208	36,711	36,711	36,711	36,711	36,711	36,711	36,711
Business/Industrial Park	3.82 / bldg sq. ft.	1,427,473	87,236	87,236	87,236	77,718	77,718	77,718	77,718	77,718	77,718	77,718
Light Industrial	3.05 / bldg sq. ft.	1,573,083	96,132	96,132	96,132	85,646	85,646	85,646	85,646	85,646	85,646	85,646
Heavy Industrial	4.24 / bldg sq. ft.	1,255,538	76,728	76,728	76,728	68,358	68,358	68,358	68,358	68,358	68,358	68,358
Public/Quasi-Public	1.96 / bldg sq. ft.	573,040	35,019	35,019	35,019	31,200	31,200	31,200	31,200	31,200	31,200	31,200
<b>Total</b>		<b>11,281,860</b>	<b>689,449</b>	<b>689,449</b>	<b>689,449</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>
<b>Total Fee Revenue</b>		<b>35,868,444</b>	<b>2,251,671</b>	<b>2,251,671</b>	<b>2,251,671</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>

Note: The fees shown are for the General Public Facilities only. They do not include the storm drainage fees which differ by geographic zone.

General fees do include relatively small general storm drainage fees necessary to finance storm drainage support facilities.

**Appendix A -- Figure 2**  
**City of Winters**  
**General Public Facilities Fee Revenue Estimate**  
**New Development**

Land Use	Fee (excluding storm drainage zone fees)	Total 1993-2010	11 2003	12 2004	13 2005	14 2006	15 2007	16 2008	17 2009	18 2010
<b>Residential</b>										
Rural Residential	15,930 / du	651,529	31,860	31,860	31,860	31,860	31,860	31,860	31,860	62,126
Low Density Residential	9,556 / du	3,077,200	162,454	162,454	162,454	162,454	162,454	162,454	162,454	229,480
Medium Density Residential	8,466 / du	14,240,873	770,441	770,441	770,441	770,441	770,441	770,441	770,441	736,995
Medium High Density Residential	6,854 / du	4,009,333	219,326	219,326	219,326	219,326	219,326	219,326	219,326	177,990
High Density Residential	5,460 / du	2,607,649	141,971	141,971	141,971	141,971	141,971	141,971	141,971	128,615
<b>Total</b>		<b>24,586,584</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,326,051</b>	<b>1,335,206</b>
<b>Nonresidential</b>										
Neighborhood Commercial	7.95 / bldg sq. ft	1,767,565	96,237	96,237	96,237	96,237	96,237	96,237	96,237	96,187
Highway Service Commercial	7.95 / bldg sq. ft	1,175,186	63,980	63,980	63,980	63,980	63,980	63,980	63,980	64,025
Central Business District	3.64 / bldg sq. ft	2,835,677	154,388	154,388	154,388	154,388	154,388	154,388	154,388	154,366
Office	5.18 / bldg sq. ft	674,298	36,711	36,711	36,711	36,711	36,711	36,711	36,711	36,714
Business/Industrial Park	3.82 / bldg sq. ft	1,427,473	77,718	77,718	77,718	77,718	77,718	77,718	77,718	77,709
Light Industrial	3.05 / bldg sq. ft	1,573,083	85,646	85,646	85,646	85,646	85,646	85,646	85,646	85,637
Heavy Industrial	4.24 / bldg sq. ft	1,255,538	68,358	68,358	68,358	68,358	68,358	68,358	68,358	68,346
Public/Quasi-Public	1.96 / bldg sq. ft	573,040	31,200	31,200	31,200	31,200	31,200	31,200	31,200	31,188
<b>Total</b>		<b>11,281,860</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,239</b>	<b>614,172</b>
<b>Total Fee Revenue</b>		<b>35,868,444</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,940,290</b>	<b>1,949,378</b>

fee\_revenue

Note: The fees shown are for the General Public Facilities only. They do not  
 General fees do include relatively small general storm drainage fees





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